

# Workforce Plan

06/01/2018  
Texas State Board of Dental Examiners



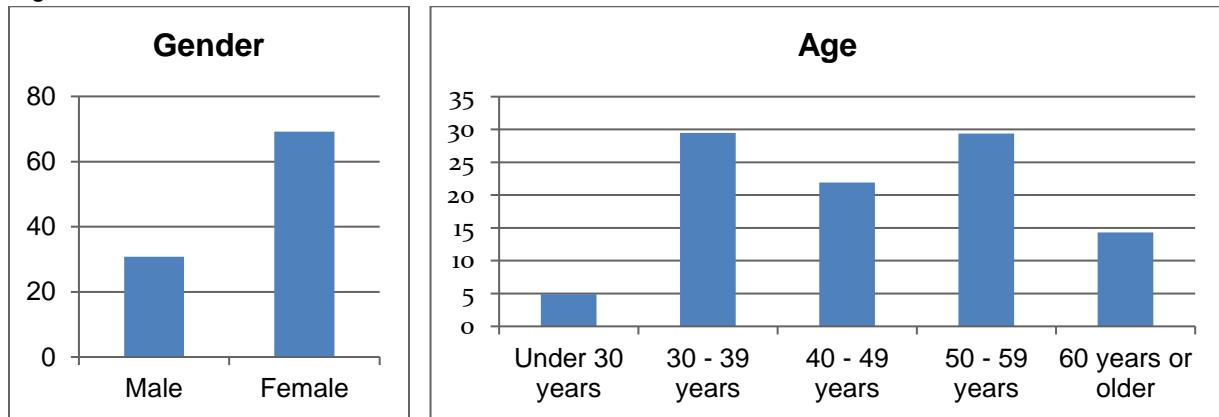
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**Current Workforce Profile**

The Board had the following workforce profile in FY2016:

- 69.2% female and 30.8% male
- 69.6% white, 13.6% black, 14.7% Hispanic, and 2.1% other
- 5.2% under 30 years, 30.9% 30 – 39 years, 23% 40 – 49 years, 30.4% 50 – 59 years, and 10.5% over 60 years; and
- 57.7% less than 2 years' service, 20.9% 2 – 4 years, 16.2% 5 – 9 years, 5.2% 10 – 14 years and 0% 15 years or more.

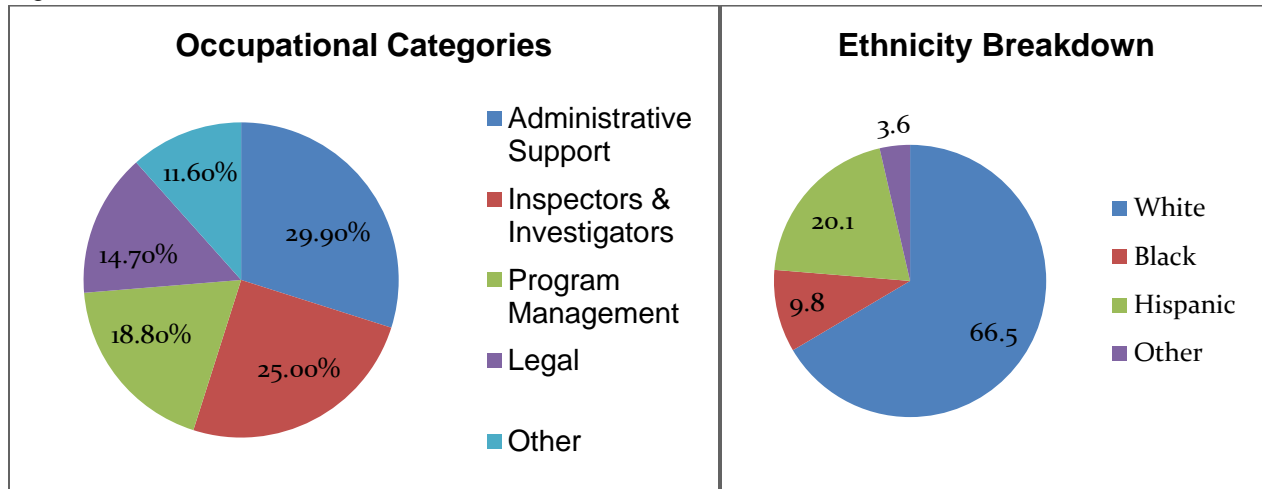
Figure1. Workforce Breakdown



**Current Staffing Levels**

The Board's full-time-equivalent (FTE) cap is currently 59 FTEs.

Figure 2. Workforce Breakdown



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**Employee Turnover**

The employee turnover rate for FY 2016 was 14.3 percent, which was lower compared to the statewide employee turnover rate of 17.6 percent and higher than the turnover rate for regulatory agencies in general. The high turnover rate is most likely based on gaps in staffing levels and low salary levels. Results from the Survey of Employee Engagement indicated that employees are most dissatisfied with their salary levels and an informal employee survey indicates that employees feel high amounts of stress to “get work done” and do not have a good work-life balance.

The projected turnover rate for the next five years should gradually fall more in line with 14.0 percent. Due to increases in staffing levels and moderate salary increases, it is expected that the turnover rate will, at the very least, decrease from the FY 2016 level. Additionally, the workforce plan will also include other measures to increase employee retention.

**Workforce Skills Critical to the Board’s Mission and Goal**

The regulation of dentistry is specialized and requires a variety of critical workforce skills and credentials in order to perform the core business functions. Based on the agency’s mission and goals, the following identify the critical workforce skills and credentials for the agency to successfully administer and provide services to our stakeholders, public, legislators, and other interested parties:

- Decision Making
- Independent Judgment
- Detail Oriented
- Problem Solving I
- Communication
- Customer Service
- Interpersonal Relationships
- Proficiency with Basic Technology
- Knowledge of Legislative Process
- Knowledge of Rulemaking Process
- Skill in Policy Development and Implementation
- Risk Assessment
- Data Analysis/Management
- Certified Peace Officers
- Investigation
- Interviewing and Information Gathering
- Compliance Regulation
- Dental Degree and License
- Dental Practice Standard of Care
- Law Degree and License
- Litigation
- Negotiation
- Mediation/Conflict Resolution
- Research/Writing/Editing

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- Administrative Law
- Paralegal Credentials
- Emerging and Advanced Computer Technology
- Telecommunication Technology
- Computer/Automated Services Skills.

**Salary Levels**

Due to overall budgetary constraints, the Board has hired new employees at the minimum of the salary range for their positions. The average salary for the Board staff is \$48,832, which is 16.2 percent less than the average salary of all regulatory agencies. The Board consistently sees employees transferring to other agencies for a higher salary. As such, the high turnover rate is harmful to the agency productivity when skilled workers leave and the agency population contains a high percentage of novice workers. The current budget constraints limit the Board's ability to provide salary increases for performance or even one-time merit increases.

**Future Workforce Profile**

**Expected Workforce Changes**

To continue to meet the Board's workload and legislative and public needs, the agency must make better use of available budget/FTEs, cross-train within and outside of departments, establish automated procedures to provide efficiency and streamline processes, improve communication across departments, prepare and plan for changes in staff and management, and increase the use of technology throughout the agency.

**Future Workforce Skills Needed**

The critical skills described above will continue to be needed in the future. With a new focus on communication, the future workforce will need to increase communication and customer service skills. This will be accomplished through staff training and an enhanced customer focus by management. With new technology initiatives, the future workforce will also be required to gain proficiency with new software programs, which will be accomplished with training and documented procedures.

**Workforce and Gap Analysis**

Similar to many other small agencies, recruitment and retention of staff is frequently a challenge, primarily due to uncompetitive salary levels. Key managerial staff and employees assigned to perform critical functions for the agency are unable to commit to the Board for extended period of times because of the need for an increased salary. Many positions on the Board staff are seen as entry level positions and not long-term career positions. Succession Planning and knowledge transfer is necessary in this climate and must be a focus for the Board in the future. Currently, the Board is lacking in these areas, with insufficient documented procedures.

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The Board's workforce should be used efficiently and effectively. As such, staff should be provided effective education and training in cases where such education and training would result in better organizational and individual performance.

Due to budget constraints, it is difficult for departments to attract and retain staff with the skills needed to address change management, process re-engineering, and problem solving at a supervisory level. Ongoing internal training to match the agency culture and expectations could assist with this deficit as well as additional funding for salaries. It is the Board's goal to have all management positions trained in these areas within the next five years.

The Board continues to experience difficulty in recruiting professional employees, particularly in the positions that require dental, legal, or law enforcement expertise. As the Board continues to operate within its current budget constraints that do not allow for salary increases, it's likely that the agency will find itself with the same shortage of professional staff in the future.

**Workforce Strategies**

In order to address workforce gaps, the Board's goal is to focus efforts on the strategies listed below. Throughout the Workforce and Strategic Plans, the Board has described the need to focus on these areas. Without a strong workforce, the Board will not be able to perform its critical services and meet the needs of the public and licensees.

- Recruitment and Retention – find and hire qualified candidates and encourage current employees to stay due to increased job satisfaction
- Staff and Management Development – prepare employees and management to perform required job skills
- Succession Planning and Knowledge Transfer – ensure there are qualified employees to fill critical positions that become open and then transfer the required knowledge to perform the job from the departing employee to the new employee
- Reorganization – redeploy staff and make necessary organizational adjustments to respond to changes due to legislative mandates and technology improvements
- Position Classifications – add new job classifications and rewrite job descriptions to better reflect future functional requirements
- Salary Actions – institute equity adjustments, promotions, and merit increases as needed to meet future needs and encourage retention.

Subsequent to implementation of the strategies, ongoing evaluation and adjustments to the Workforce Plan will be necessary for continuous improvement.

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For more information, please contact:

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